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ABSTRACT

Some of the conditions in research libraries which have shaped the Office of University Library Management Studies' (OMS) approach to library management studies are outlined, OMS activities during 1976 are described, as well as priorities for 1977. OMS work with member libraries in 1976 indicated that research libraries are primarily concerned with: (1) increasing financial pressures; (2) the need for improved processes for building, maintaining, and servicing collections; (3) the difficulty in understanding and influencing libraries' organizational environments; (4) the need to improve libraries' effectiveness by redefining their goals; and (5) the requirement to clarify the role of library managers and improve the use of staff resources. The OMS has responded to these concerns through the Management and Analysis Program, Management Skills Institutes, a goals-based staff performance appraisal program, the design of a focused self-study and subsequent pilot test, the Management Training Film Program, regional workshops, surveys conducted by the Systems and Procedures Exchange Center, and studies of the use of managerial and technical specialists, machine-based information services, and collection management in research libraries. An annotated list of the flyers and kits from the Systems and Procedures Exchange Center (SPEC) is provided, as well as a bibliography of OMS publications and documentation for 1976. (Author/CWM)

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ASSOCIATION OF RESEARCH LIBRARIES

OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

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ASSOCIATION OF RESEARCH LIBRARIES

OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

SIXTH ANNUAL REPORT

DECEMBER 1976

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I. INTRODUCTION

The Office's work with member libraries during 1976 has indicated that research libraries are primarily concerned with: (1) increasing financial pressures, (2) the need for improved processes for building, maintaining and servicing collections; (3) the difficulty in understanding and influencing libraries' organizational environments, (4) the need to improve libraries' effectiveness by redefining their goals, and (5) the requirement to clarify the role of library managers and improve the use of staff resources.

During 1976 the Office has responded to these concerns through the following efforts:

- Six libraries completed the Management Review and Analysis Program and issued final reports which are available from the OMS.

- Several years of work with the Northeast Academic Science Information Center's (NASIC) study of machine-based information services concluded with the development of two publications related to the use of these services by academic libraries.

- The Office contributed to the design of a focused self-study procedure for smaller academic libraries (the Academic Library Development Program) and the pilot test of this procedure at the University of North Carolina at Charlotte.

- The Office began a study of the management of collections in research libraries, aided by a grant of $110,000 from the Andrew Mellon Foundation.

- A CLR fellow working with the Office completed a study of the use of managerial and technical specialists in research libraries. His study led to an ARL Management Supplement on the topic.

- The Systems and Procedures Exchange Center (SPEC) conducted two surveys, prepared and distributed seven SPEC Flyers and Kits, responded to 2,908 requests for information, (including 2,041 orders for SPEC Kits and 816 orders for other publications), and maintained 131 SPEC subscriptions from non-member libraries.

- The Office conducted three Management Skills Institutes during 1976, involving 122 library staff.

- The McGill University Library tested a goals-based staff performance appraisal program which had been designed by the Office and McGill Library staff. The Office then published a description of the program.

- The OMS Management Training Film Program added three films covering such topics as chairing committees, managing time, and the relationship of supervisory expectations to employee performance.

- OMS staff participated in five regional workshops on a range of management and library issues.

This annual report first outlines some of the conditions in research libraries which have shaped the OMS approach to library management studies, then describes the activities of the Office during 1976, and finally presents Office priorities for 1977. A list of OMS publications during 1976 is included as an attachment.

II. ISSUES OF CONCERN TO RESEARCH LIBRARY MANAGERS

The challenges facing research library managers have changed substantially in recent years and now seem to have settled into a disconcerting pattern. Financial support for libraries has stabilized at the same time that inflation is exerting a disproportionate impact on the collections and staffing budgets. Concurrently, library users and supporters have been calling for more and better services. While available technology can potentially revolutionize the way libraries function, the expense and difficulty of applying it limits extensive implementation. Thus, library managers are expected to do more with less in almost all areas of their operations.

OMS work with member library directors and staff has focused attention on a range of critical managerial problems which can be viewed as dilemmas. The OMS programs are based on the assumption that these dilemmas must be studied and that the application of contemporary management thinking can help research libraries perform their fundamental mission. While these dilemmas are not easily resolved in traditional ways, the ingredients for necessary change in the organization and management of libraries already exist and must be dealt with. This brief report cannot cover all the problems facing library managers, but some of the more obvious and pressing are discussed below.

A. THE INCREASING FINANCIAL PRESSURES ON RESEARCH LIBRARIES

A review of 1976 operating statistics for ARL members shows that 46 per cent received no budgetary increase or a budgetary increase that did not equal the rise in the consumer price index. This problem is compounded by especially dramatic increases in the cost of library materials. In 70 per cent of ARL libraries, budgets rose less than did the cost of periodicals. In 80 percent, budget increases did not keep pace with monograph price increases. There is strong evidence that most research libraries must perform with less money and reduced purchasing power in the forseeable future.

Library directors are recognizing that effective management of stable or declining academic library budgets can only be accomplished by accepting the inevitability of some hard decisions. In the short run, these managers are making temporary cuts and streamlining activities. Over the long term, however, other responses are being considered. The need to get more of the nation's resources channelled into cooperative efforts in support of research libraries is an obvious step but requires the education of key administrators and legislators and the development of better analytical methods for describing needs of research libraries. While there are examples of activity in these areas, including the Research Libraries Group, the current legislative effort with Title II C of the Higher Education Act, and the movement toward establishing a National Periodicals Program, even if these efforts succeed, they will not permit libraries to maintain the expense of their current practices.

Libraries are not simply waiting for national developments or for more money from their parent institutions. Many are experimenting with efforts to improve the use of available money by developing internal management processes, improving supervisory skills and practices, applying contemporary management techniques to the resolution of problems and utilizing better analytical and cost information in the decision-making process. The practice of setting priorities, eliminating or diminishing activities of less importance is increasing. The dilemma facing research libraries is to do the few most important things well or risk the possibility of becoming organizational mediocrities which fail by trying to do everything.

B. IMPROVING THE PROCESSES FOR BUILDING, MAINTAINING AND SERVICING RESEARCH LIBRARY COLLECTIONS

Research libraries are beginning to rethink their objectives in the area of building and maintaining comprehensive and distinctive research collections. More than most others in higher education, library directors are painfully aware of how costs are eroding their ability to secure, process, and service research collections. Yet users, particularly teaching faculty, often equate large collections with the essence of research library quality. The inability of libraries both to control the costs of maintaining these collections and to satisfy demands for better collections is a disturbing dilemma that calls for fresh ideas.

Again, regional, or national resource sharing programs can provide some relief. The Center for Research Libraries has provided this kind of support and perhaps a National Periodicals Program will help. But, there is increased recognition that individual libraries must examine the various alternatives to present collection development practices.

While some have bought time by eliminating duplicate serials and monographs, many have entered a new phase in which tougher decisions must be made--decisions which will irrevocably affect the nature of their collections. For some libraries, it will mean questioning the continued maintenance of special collections of national importance but of little immediate local utility. For others it might lead to movement away from the development of broad, research collections toward maintenance of current, working collections. Still others might be forced to consider the reduction of public service efforts to avoid the irreparable erosion of essential collections.

Whatever possibilities are considered, research library directors sense that they are not going to be able to operate their collections programs as they have in the past. To revise their collection development programs new tools and resources are needed which will assist library managers in making decisions that will control costs without sacrificing service quality. Decision models for allocating materials funds, techniques for relating collection policies to user needs, and procedures for gaining access to materials not in a library's collection are prime examples of areas requiring further development.

C. UNDERSTANDING AND INFLUENCING THE ENVIRONMENT OF RESEARCH

It is important for research libraries to monitor changing conditions in their institutional milieu, assess the implications of those changes, and adapt library programs to reflect emerging conditions. Part of the complexity here is that libraries interact with numerous pressure groups rather than a few which are specific and controlled. Relationships with these external forces affect internal policies, plans, and programs of research libraries. For example, various user groups, university administrators, consultants, the federal government, state governments, the community and professional associations all have certain expectations and requirements that must be negotiated by library managers.

On one level this is a political process in which the identification and cultivation of local power groups is a critical managerial task. In many cases this is a largely irrational process in which relationships are as important as performance and in which decisions are sometimes made to avoid confrontation, regardless of their impact on library performance. But regardless of what the library does or how well it performs, there will be some environmental pressures which appear to be arbitrary or impossible to satisfy.

Recognizing the existence of these political pressures, there are possible organizational responses to the environment which can go a long way toward influencing the library's

success. First, directors are seeking better management information systems which describe library costs in relation to benefits to assist the library in changing its programs and to describe to its clientele the economics of the services they demand or require. Second, libraries are trying to develop a clearer understanding of the nature of their constituents to provide a stronger justification for library budget needs, particularly in universities supporting a range of research and instructional programs.

Third, library directors are promoting stronger communication links between libraries and their parent institutions. Libraries need to know, in advance, when new research interests are to be represented in their universities, and university administrators need to be aware of library costs for adequately supporting these new interests. The library needs to be formally involved in the university's planning structure and to adapt its program emphasis accordingly. Finally, recognizing the importance of influencing their environment, many libraries are placing greater emphasis on public relations programs designed to develop community support by describing their role and various successes.

Another environmental concern is the maintenance of user satisfaction with library collections and services. The library does not want to satisfy one segment of its clientele while ignoring other segments with very diverse and expensive needs. Maintaining user satisfaction with limited resources requires an active program for determining user needs and for assessing the library's success in meeting these needs. Informal contact with faculty, students and other users provides much of this information but more formal investigations are needed to define, rank in importance and respond to these information needs. For while total user satisfaction has always been an unreachable goal, decisions on collection and service emphases can be directed toward the broadest, possible satisfaction only if they are based on a firm understanding of what is needed at a particular time. Systematic inventorying and analysis of user needs and behavior can also tune faculty and students into library service capabilities and program constraints. But the important point is the interest of libraries in reassessing their current activities and in changing what they do, based at least partially on what they learn about their users and their political environment.

D. CHANGING LIBRARY PERFORMANCE THROUGH REDEFINITION OF GOALS

Standard library functions are the core around which structure, technology, and people are deployed. Organizational inertia and individual comfort with the status quo contribute to a tendancy for those functions to remain untested and

unchanged over time but new demands for increased effectiveness call for a re-examination of library priorities. Defining and describing library goals is an initial response by many library managers to this need. They have found that goals help provide a measure of progress and library success. When the staff are involved in the process they learn more about their work and its value in achieving broader library purposes and their commitment to library priorities is enhanced.

There are, however, numerous problems with goal-setting programs. Preoccupation with current tasks tends to limit consideration of long term strategies. Furthermore, libraries have many possible goals that compete for attention, and goal-setting can degenerate into a political process in which the interest is not in the long term fate of the organization but in the growth of departments and the advancement of individuals. Inevitably, people tend to treat immediate goals more seriously than distant ones, and various work units rarely understand or even think about the goals of the total organization but instead tend to compete with each other in an atmosphere of conflict.

But, library directors recognize that organizations change regardless of what management does or does not do and goals programs have helped control and direct change toward constructive ends. They force members of the organization to adapt to new financial realities, new user configurations and new technical and service possibilities. Because the process is ongoing, the organization can shape its future according to new, or newly understood, realities.

Solving the problems facing libraries requires flexible and adaptive organizations. As library managers identify and institute needed changes, they must deal with resistance to change, and operate processes for continual feedback, evaluation and accomodation. A goals structure is one example of a framework that libraries are using to assess performance and adjust activities to move closer to meeting critical needs.

E. IMPROVING THE MANAGEMENT OF HUMAN RESOURCES: THE ROLE OF LIBRARY MANAGERS

Large organizations are often plagued with problems such as low staff morale, inadequate flow of information, conflict, rivalry and lack of cooperation in the way people work together, and relatively stable levels of productivity. Staff often feel overworked, unappreciated and not supported. Because research libraries are large, labor intensive organizations, similar problems can be expected. Understanding the causes

of these problems and doing a better job of managing human resources is one of the major challenges facing research library managers.

Experience suggests several characteristics about people-related problems in libraries. First, staff satisfaction affects library productivity. If staff are bitter, discouraged, and complaining and operate with a nine-to-five mentality, library services, relationships with users and general performance are adversely affected. Secondly, the array of staff complaints in libraries relating to the way decisions are made, lack of communication, poor performance of key staff, and inadequate leadership are not necessarily an objective recital of facts. Frequently, these complaints are symptoms and represent failure of the organization to recognize and deal with individual needs and relate these needs to library requirements. For example, staff performance reflects a configuration of relationships within a social system which influences work roles and standards. Yet most supervisors have little training in basic interpersonal and communication skills required for dealing with these relationships and roles. Furthermore, individuals are not motivated solely by economic incentives but by diverse psychological factors. Behavior is affected by feelings, perspectives, and attitudes. The informal work group can do more to influence behavior and performance than reorganization, personnel offices, or elaborate staff training programs.

Improving the management of human resources in libraries requires that library staff be carefully selected, well trained, and assigned clear roles and responsibilities. These are basic tasks that have traditionally concerned library managers. While these activities deserve continued stress, the current needs of staff require a new perspective on individual behavior in organizations. The task of setting a healthy, productive organizational climate is an example. This managerial responsibility centers around building on the natural motivation that most people have by creating an atmosphere that will encourage talented people to do a good job. To do this, library managers are responding to the needs of library staff to grow and develop, to experience a sense of worthwhileness, to be active contributors to library work and to get feedback on that contribution, and to be part of a successful library program.

While sensitive to human needs and behavior in organizations, library managers are also developing higher standards of professional and staff competence within libraries. Innovative approaches to performance appraisal recognize this need. The peer review process, based on dual considerations of individual professional growth and individual contribution to organizational performance, is one such approach. Another is goals-based

performance review programs that de-emphasize the traditional review of individuals' personal characteristics and emphasize instead individuals' actual job accomplishments. Of particular significance is the focus on mutual problem-solving and planning, rather than on merely identifying past successes and failures. Many of the new performance review processes stress career counseling and planning. A related trend is the reordering of many libraries' reward systems, so that remedies are more important than punishments, the future is more important than the past, and the opportunity for individuals to grow is more important than the technical administration of salaries and wages.

Expanded staff commitment and responsibility requires talented staff operating in a climate in which individuals are respected and their growth can correspond to organizational growth. Individual and organizational objectives can be related if management recognizes that staff have a vital role in their success and can contribute to the design of libraries' objectives, policies, and procedures. The skills of library staff members can be more fully utilized, providing greater fulfillment to the individual while enhancing the performance of the library. In this context, development of staff is not restricted to increased technical awareness, but includes an increased understanding of the opportunities and constraints facing libraries and the array of forces leading to managerial decisions. Fuller involvement in the enterprise can lead library staffs to expanded awareness of their part in the organization and of their contributions to the solution of library problems.

The increased recognition that management alone cannot solve the library's problems have led to new concepts of managerial effectiveness. While personal leadership styles will continue to vary, managers are turning to their staffs for advice, counsel, and feedback on major decisions with increased frequency.

The central problem has been that most librarians are not formally trained as managers and inherit a legacy of traditional hierarchical management. This approach tends to subordinate the individual to mechanical roles and specialized functions and emphasizes the managerial role of control and close supervision of staff activities. But librarians are finding that traditional concepts of the managerial role are not successful in dealing with current situations and emerging demands. Staff expectations, the volatile relationships among staff, and the requirements for improved performance require library managers to experiment with new roles which lead to a process of influence and to integrating the dynamic variables of talented staff, clear goals, and limited resources. The effective manager coordinates

the efforts of hard-working staff doing complex and interrelated tasks, rather than doing the task themselves, directing others or specifying who does what, when. This manager is one who is able to tap the full potential of staff capabilities and to persuade staff to pursue library goals enthusiastically through an authentic and individual leadership style.

Administrators are accommodating behavioral dimensions in defining goals, providing incentives and opportunities for staff development, developing a climate for creativity and risk taking, and anticipating rather than fighting changes needed to adapt organizational policies to current reality. This role requires sound interpersonal communication and decision-making skills and has lead to more open organizations in which heirarchical levels are less rigidly defined and categorized.

III. PROGRAM ACTIVITIES OF THE ARL OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES (OMS) 1976

The issues discussed above have produced complex and difficult managerial challenges. In support of library managers facing these challenges, the Office operates an applied research and development program, an information collection and dissemination program and an organizational training program. The highlights of OMS program activities during 1976 are noted below.

A. THE OFFICE PROGRAM OF APPLIED RESEARCH AND DEVELOPMENT

This program includes OMS activities that identify library issues requiring study, develop means of dealing with library problems, and design management processes that will lead to overall library performance improvement. Current projects operated as developmental activities include: the Management Review and Analysis Program, the Academic Library Development Program, and the Collection Analysis Project.

1. The Management Review and Analysis Program (MRAP)

The OMS continues to make available the resources needed for this assisted self-study. During 1976, the OMS concluded the fourth application of the program with six participating libraries (Indiana, Kentucky, Massachusetts, Pennsylvania State, Toronto, and Utah) completing the study report and initiating implementation of the results. The completed reports are available from the Office, as is a list describing the status of earlier MRAP projects.

The fifth MRAP application operated during the year at the Johns Hopkins University Library. This application incorporated refinements in the process suggested by the

experiences of past participants. These changes included: modification of the procedure to emphasize the role of top management; identification of potential problems in the self-study and provision of consultative assistance to minimize the impact of these problems; and operation of on-site training sessions for the study team once a month. The study team completed the MRAP report in September and the Director of the Library initiated an implementation plan in December.

The National Oceanic and Atmospheric Administration Library began participation in MRAP during September 1976 and is compensating ARL for costs involved in the program. The current schedule calls for this program to be completed by September, 1977.

2. The Academic Library Development Program (ALDP)

The Academic Library Development Program applies the OMS' experience in operating the Management Review and Analysis Program to the design and operation of a focused self-study procedure for small and mid-sized academic libraries. The ALDP is sponsored by the Council on Library Resources, Inc., and ARL has agreed to release up to 20 percent of the time of the OMS Director to assist in its development. Dr. Grady Morein has been retained by the Council to direct the ALDP. The University of North Carolina Library at Charlotte served as a pilot site to assist in the design of the program. During the year a draft procedure was designed; the pilot library worked through the procedure and produced a study report; plans were made for future testing of the procedure; and a working draft of the ALDP Manual was completed.

3. The Northeast Academic Science Information Center (NASIC)

NASIC was funded from 1973 to July 1976 by the National Science Foundation to promote the use of machine-based information services in academic libraries. OMS staff assisted in the conduct of field surveys, the development of reports, including an ARL Management Supplement (September 1974) reviewing current computer search activities in academic libraries, and operation of the advisory groups. During 1976 the Office issued an OMS Occasional Paper that provides guidelines for the introduction of on-line bibliographic search services in academic libraries, and OMS staff contributed to an article appearing in the Library Journal that reflects on some of the barriers to wider use of machine-based information services.

4. The Collection Analysis Project (CAP)

The Collection Analysis Project (CAP), which has attracted a $110,000 grant from the Andrew W. Mellon Foundation, represents a new interest of the OMS. The project grew out of earlier OMS work on a problem analysis procedure which was described in last year's annual report. The CAP is intended to apply the skills and resources of the OMS to the examination of existing policies and attitudes toward collection development in research libraries. The project will include field surveys and a SPEC survey to review current practices, the establishment of an advisory group to assist the Office, the design of a collections analysis procedure, a test of this procedure at three or four major libraries and an evaluation of the pilot tests to determine appropriate future actions. During 1976, OMS developed plans for CAP, completed initial site visits at four libraries and made preliminary plans for the project's Advisory Commitee.

5. Council On Library Resources, Inc. (CLR) Fellowship Study on the Use of Managerial and Technical Specialists in Research Libraries

Keith Cottam, from the University of Tennessee at Knoxville, completed his CLR fellowship on the use of managerial and technical specialists in research libraries during this year. His study, which was carried out at the OMS, culminated in the publication of an ARL Management Supplement entitled "Professional Specialists in Academic Libraries". The Supplement describes current practice in the utilization of personnel, automation, administrative and facilities specialists in academic and research libraries.

B. THE OFFICE PROGRAM OF INFORMATION COLLECTION AND DISSEMINATION

The purpose of OMS activities in this area is to secure and make available information on research library practices which might stimulate improvement in research library operation and management. The program operates an information clearinghouse and also issues publications.

1. The Systems and Procedures Exchange Center (SPEC)

The primary purpose of SPEC is to collect and distribute documentation on current practices of member libraries. The Center surveys member libraries, analyzes the documents that these libraries are willing to share, issues SPEC Flyers that report the survey results, and selects illustrative documents for inclusion in SPEC Kits. In 1976, the Center conducted surveys on gift and exchange activity in research libraries, on the systems function in research

libraries, and on the way financial pressures are dealt with through the budget allocation and control processes.

The SPEC Flyers and Kits issued during 1976 included:

- SPEC Flyer Number 24 on User Surveys was issued in February, 1976. The Flyer reports on techniques used by ARL libraries in gathering information concerning user assessment and utilization of library services. The Flyer looked at surveys as general evaluative tools, methods for conducting surveys, limitations of current approaches, and future directions and needs. The SPEC Kit on User Surveys provided examples of evaluative surveys, user profile surveys, interview guides, and research methodology.

- SPEC Flyer Number 25 on User Statistics and Studies was issued in March 1976. This Flyer examines statistical studies which are developed from information sources such as circulation data, methods used for ongoing data collection, and future needs and trends in this area. The SPEC Kit on User Statistics and Studies presents representative methods for collecting reference statistics, circulation statistics, and examples of formal statistical studies in the areas of materials availability, circulation, catalog use, space utilization, and design of statistical models.

- SPEC Flyer Number 26 on Bibliographic Access was issued in April 1976. The Flyer reports on the results of an earlier SPEC survey on User Services and discusses developments in bibliographic access provided through the card catalog, automated literature search services and other more specialized bibliographic access services. The SPEC Kit on Bibliographic Access includes two Figures compiled from data resulting from the SPEC User Services Survey--one listing new, eliminated and planned services in ARL libraries and the other describing the ways in which ARL libraries deal with users' obstacles to more efficient bibliographic access. Other types of documentation in the Kit include descriptions of catalog access, automated cataloging systems and automated literature search services.

- SPEC Flyer Number 27 on Physical Access was issued in June 1976 and describes research library services which facilitate the actual delivery of information sources to the user. The Flyer discusses automated circulation systems, borrowing privileges for non-campus users, use charges and utilization of circulation data in formulating service policies. Interlibrary

loan, book delivery and newer media services in ARL libraries are also described. The SPEC Kit on Physical Access includes such documentation as loan codes, descriptions of automated circulation systems and interlibrary loan systems, interlibrary loan policy statements, illustrations of book delivery services, and services for the physically handicapped.

- SPEC Flyer Number 28 on Gifts and Exchange Functions was distributed in August and reports the results of a survey conducted for the UCLA Libraries in the Spring of 1976. The Flyer discusses various organizational configurations of gifts and exchange functions and reports that there is some concern over the effectiveness of these operations in attracting gifts while limiting the receipt of less useful materials. The SPEC Kit on Gifts and Exchange Functions includes an analysis of the survey plus illustrative procedures used by libraries in operating the gifts and exchange function.

- SPEC Flyer Number 29, concerning the Systems Function in ARL libraries, was distributed in September and covered the current role and utilization of systems analysis in academic libraries, the contribution systems activities have made to library operations, and the organization of the systems function. Both the Systems Kit and Flyer on the Systems Function resulted from a survey conducted earlier in 1976. The Kit includes a report on the survey results, which describes the organization, staff and activities related to the systems function. The Kit also contains illustrations of the ways in which the systems function is applied in automation projects and in planning problem-solving activities, as well as several systems function position descriptions.

- SPEC Flyer Number 30, distributed in November, reports on research libraries' concerns associated with enhanced use of support staff and student assistants. The Flyer suggests that better use of these personnel frequently depends upon certain managerial and organizational factors, such as classification schemes, personnel policies and supervisory practices. The Kit on Support Staff and Student Assistants contains 17 documents including position descriptions, support staff performance evaluation materials, union contracts, and policy statements concerning these staff.

During the year the Center: responded to 2,908 requests for information, including 2,041 orders for SPEC Kits and 816 orders for other publications; maintained 131 SPEC subscriptions; provided one on-demand survey

for a member library; and maintained SPEC files for use by ARL members, SPEC subscribers, and individuals performing library research. In addition, 1,320 major publications were mailed to member libraries, and 3,080 copies of the SPEC Flyer were distributed to ARL library staff and directors.

2. Major OMS Publications Developed in 1976

- A review of current trends in the utilization of managerial and technical specialists was written by Keith M. Cottam as part of his CLR Fellowship and was published as ARL Management Supplement, Vol. 4, No. 1(June 1976), "Professional Specialists in Academic Libraries".

- Occasional Paper, Number Four, entitled "A Handbook for the Introduction of On-Line Bibliographic Search Services into Academic Libraries" was published by the Office in June 1976. Authored by David M. Wax, former director of the Northeast Academic Science Information Center (NASIC), this publication provides guidelines for resolving organizational, staffing and service issues in providing on-line search services in academic libraries.

- Staff Performance Evaluation Program at the McGill University Libraries was published this year and reported the results of a collaborative project of the Office and the McGill University Libraries. It includes a description of the design process, the program description of the McGill Libraries' goals-based performance evaluation process and the accompanying Supervisor's Manual.

C. THE OFFICE PROGRAM OF ORGANIZATIONAL TRAINING AND STAFF DEVELOPMENT

The purpose of activities within this program is to identify the training requirements of member libraries and to make available needed training resources. The OMS operates management workshops and institutes, assists in the research work of individuals, selects and makes available training films, works with individual libraries in operating specified training activities, and designs training programs. During 1976 the following activities made up the training program.

1. Management Skills Institutes

The Office operated three Management Skills Institutes during 1976. Each institute aimed at providing an intensive, personal learning event relating to skills needed to improve supervisory and managerial effectiveness. The

format of the institutes centered on identifying and specifying individual concerns and then, in a laboratory setting, providing resources that facilitate progress on the resolution of these concerns. The institutes have dealt with a range of issues, including:

- Establishing realistic goals and productivity measures
- Dealing with the impact of reduced budgets
- Introducing and maintaining change in the library
- Influencing the parent institution's administration
- Developing and evaluating individual performance
- Developing effective communication within the library

The first institute in 1976 was conducted at Airlie House in Virginia during August and was attended by 41 librarians. The second institute was held on the Stanford University campus in September and was attended by 39 west coast librarians. The third institute was conducted for Stanford University Library staff and 42 members of the libraries' supervisory and management staff participated. Evaluations of each institute were completed by participants and are available from the Office.

2. Training Project at McGill University Libraries

This is a developmental project operated by the OMS at the McGill University Libraries which resulted in a new staff performance appraisal program. The OMS assisted the Libraries in designing a process for preparing specific goals for each unit against which individual staff can relate performance. The Office also provided the supervisory training needed to implement the procedure. During the year, McGill staff operated the goal-setting and appraisal procedures and the Office issued a publication describing the program. Currently the program is being assessed by a staff committee at McGill.

3. Training Film Resources Program

The OMS screens and selects training films to make them available to member libraries maintaining in-house training programs. In addition, the Office designs training materials that facilitate the use of these films in libraries.

During 1976, over 50 films were screened and to date 6 films have been acquired and the supporting materials prepared. The three added during 1976 are:

- Take The Chair, which reviews the requirements for efficient committee operation and is concerned with preparing people to work in a committee setting.

- The Time Of Your Life, which portrays basic principles of time management and recommends improvements in the way supervisors plan their time.

- The Pgymalian Effect, which explores the concept that one person's expectations can influence the behavior of another and examines how managerial and supervisory behavior can shape staff performance.

This program is available to ARL libraries willing to share film acquisition costs. Twenty-four libraries have contributed $250 each to participate and the films have been used in 60 training programs,

4. Workshops

OMS staff regularly operate or participate in one or two-day workshops that are intended either to review OMS program activities or to provide an introduction to management concepts. During 1976, OMS staff participated in:

- An EDUCOM workshop that dealt with the economics of library operation in regard to financial pressures facing libraries, techniques for reducing costs, and hard decisions that need to be made by libraries in accommodating restricted financial resources.

- A CLENE Assembly which was planned and chaired by OMS staff and dealt with the theme of assessment in continuing education.

- A two-day management workshop which was conducted at the University of California at Santa Cruz and which was aimed at introducing selected management concepts to library staff.

- A Federal Library Committee Executive and Management Workshop which related contemporary management theory and practice to operational library situations.

- A conference on No-Growth Budgets and Implications for Academic Libraries held at the Indiana State University Libraries, Terre Haute, Indiana.

IV. OFFICE PRIORITIES FOR 1977

Organizations tend to resist change but both internal and external pressures affect the way libraries perform. To the degree that these pressures are operating, it is not so much a matter of whether libraries will change, but whether librarians will control and influence change or simply react to it as it occurs. Too often libraries are locked into a set of values, procedures and techniques that prevent them from comprehending contemporary organizational reality. More money, increased inter-institutional cooperation and cost effective computer systems will not solve all of the managerial problems facing libraries. To achieve dynamic organizations capable of solving today's problems and anticipating tomorrow's needs, libraries need to adopt a new set of perspectives. These new perspectives encompass an understanding of how people can be more successful in accomplishing work goals in library organizations, the inter-relationships that libraries have with their environment, and how to create adaptable organizations that are more open to change.

In the past year there was encouraging evidence of libraries' willingness to adopt strategies for change. The Office's MRAP is one example, with 23 member libraries completing the program and progressing on some of the issues noted earlier. In addition, libraries are redesigning organizational structures, introducing carefully planned supervisory training programs and adopting innovative communication processes. In many libraries, the task force approach to problem-solving is supplementing the traditional, heirarchically-based approach. But whatever the particular approach, the intention is to control change, to make it productive and stimulating, and to move away from crisis management. The approaches to change that have developed in libraries represent attempts to place the organization in a proactive rather than a reactive stance. The extent to which libraries can directly and vigorously manage their own future will determine the character and viability of research libraries.

The existence of the pressures for change noted earlier have influenced the priorities for future operation of the Office's basic programs of (1) Applied Research and Development, (2) Information Collection and Dissemination, and (3) Training.

In the research and development area, the Management Review and Analysis Program (MRAP), an assisted self-study process will be made available to interested libraries. During 1977, MRAP will be applied by a non-member, the National Oceanic and Atmospheric Administration Library, which is paying for program materials. In addition, two ARL Libraries are seriously considering the program for the fall. A separate study, funded by the Council on Library Resources, will attempt to assess the impact MRAP has had at participating libraries. This study is being carried out by Edward Johnson, a librarian, and Stuart Mann, a faculty member in operations research at Pennsylvania State University.

The Academic Library Development Program (ALDP), which draws on the MRAP experience, is a focused self-study for small and mid-sized libraries. It has been supported by the Council on Library Resources, and the Office provided assistance in operating the pilot study during 1976. The Council is supporting further testing of the ALDP procedure at three or four libraries during 1977 and the Office will continue to provide assistance in this effort.

In addition to these research and development projects, the OMS will make a major investment in the Collection Analysis Project which is concerned with the management of collections in research libraries. Funded by the Andrew W. Mellon Foundation, this project will study the materials selection, acquisition, retention, and preservation policies of research libraries. The project's products will be analytical procedures aimed at helping libraries assess both their present collections and more importantly, their collection development policies and procedures. The OMS expects to complete the initial stages of this project during 1977.

In the area of information collection and dissemination the Systems and Procedures Exchange Center (SPEC) is the Office's principal activity. Results of a survey on budgeting processes will be reported in early 1977. Additional surveys are planned on security and management of the library's physical plant, and collection development and preservation policies and procedures. The main priority in this program area will continue to be maintenance of the Systems and Procedures Exchange Center, since SPEC is one of the most widely used of all services provided by the Office, with almost every member library contributing to and taking advantage of SPEC materials.

The third major program operated by the OMS involves organizational training for staff of research libraries. The Office has scheduled its fourth Management Skills Institute for April 1977 in Kansas City, Missouri and has tentative plans for a fifth institute in the Washington area later in the year. The Management Training Film Program will be continued with additional films made available. The OMS is recruiting a new staff member to serve as a full time training program coordinator who will focus on developing and making available training modules for in-house training programs at member libraries.

The ARL Management Commission has acted as principal advisor to the Office in the past but the recent abolition of Association Commissions has led to the recommendation of a separate group to work with the Office and Association staff in determining future directions. The new group will be made up of library and university administrators. The ARL Board has approved a charge defining the role and composition of the new group and the initial meetings of the group are planned for 1977.

The Association continues to rely on the Council of Library Resources for primary support in operating the Office of University Library Management Studies. This year will be the second year on the current grant which calls for sharing of operating costs among membership dues, the CLR grant, and cost recovery activities such as sale of publications and services.

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ATTACHMENT I: BIBLIOGRAPHY OF OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES PUBLICATIONS AND DOCUMENTATION IN 1976

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*Training film program materials available to participating ARL libraries
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